

Southwind Company Handbook

Version 1.4 — January 2026

What Southwind is

Southwind builds data infrastructure for high-growth companies. We process over 400 million events per day across our customers' pipelines. The product is reliable, fast, and invisible when it's working. That's the goal.

We are a fully remote team of 34, headquartered in London. We have no offices. We meet in person quarterly.

How we work

Async by default.

We do not expect real-time responses. Slack is not an emergency channel. If something is urgent, say so explicitly. If you need a fast answer, say when you need it by.

Written over verbal.

Decisions are written down. If it wasn't written, it wasn't decided. We use Notion for documentation and Linear for engineering work. Meeting notes go in Notion within 24 hours.

No approval queues.

Engineers ship to production directly. There are no deployment windows. There is no change management board. If you break something, you fix it. If you need help, ask in #incidents.

Communication

Tool	What it's for	Response expectation
Slack	Day-to-day async comms	Within one working day
Linear	Engineering tasks and bugs	Triaged in weekly planning
Notion	Documentation and decisions	No expectation — read when relevant
Email	External only	Within one working day
Zoom	Planned calls only	By invitation

Meetings

There is one optional all-hands per week, on Thursdays at 4pm London time. Attendance is not tracked. The recording is posted in Slack within one hour.

Engineering teams run two-week sprints. Planning happens on the first Monday of each sprint. Retros happen on the last Friday. Both are optional for engineers not on the relevant team.

Performance

We do not have annual performance reviews. We have quarterly conversations between each engineer and their manager. The format is: what's going well, what isn't, what changes in the next quarter. No ratings. No forced distributions.

Promotions happen when the work justifies them, not on a calendar schedule. Your manager will tell you what the next level looks like before you're expected to operate at it.

On call

On-call rotations exist for the platform and ingestion teams. Rotation schedules are set quarterly and shared in Notion. On-call incidents are compensated at £150 per incident outside working hours. If you are paged more than three times in a week, you escalate to your engineering manager.

Expenses

Submit expenses in Pleo. Anything under £100 does not need pre-approval. Anything over £500 needs your manager's sign-off before you spend it. Quarterly travel to London for in-person weeks is always approved.

This handbook is a living document. If something is missing or wrong, open a Notion comment or message Rory directly. Last updated: January 2026.